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OTR 77-7477

22 June 1977

MEMORANDUM FOR: Director of Personnel

FROM:

Harry E. Fitzwater Director of Training

SUBJECT:

Training and the PDP

REFERENCE:

(a) Memo to DDCI fm D/PERS, 5 May 77; Subject: FY 1977 Annual Personnel Plan

(b) Memo for EAG Members dtd 7 Jun 77; Subject: Minutes of the 3 June 1977 Executive Advisory Group Meeting

Fred,

1. We thank you for bringing these papers to OTR's attention and providing an opportunity to comment on several statements which concern training aspects of the PDP.

2. Reference (a) notes quite correctly that the use of the PDP is not satisfactory with respect to training, based on attendance of PDP-associated officers in three OTR courses—the Management Seminar, Advanced Intelligence Seminar, and Senior Seminar. We agree that PDP-identified officers should be heavily represented in selected courses, but changes in the curriculum over the past several years make it advisable, we believe, to revise the list of courses which should be PDP-tracked. Our present judgment is that the courses which should be attended largely by PDP-identified individuals are: the Management Seminar, the Midcareer Course (for attendees who are GS-13 or 25x1 higher), the CIA Senior Seminar, and the new Program on Creative Management. The

participants for each of these courses are selected by the directorates on a quota basis. It would be a relatively easy matter for the directorate selection mechanisms to track whether they are nominating a high percentage of PDP-associated officers.

DOWNGRADE TO ADMIN-INTERNAL USE ONLY UPON REMOVAL OF REFERENCE (A)

25X1

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SUBJECT: Training and the PDP

- Seminar (AIS) should be dropped as a PDP-associated course. The courses listed above clearly meet the goals of executive development, both in terms of the subject matter and the students who are selected. The AIS, on the other hand, while including a short overview on the Agency, devotes most of its twelve days to a refresher on international and domestic trends of interest to the Agency. The function of the AIS, in effect, is to provide training opportunities for officers who were not selected for the Midcareer Course or are unlikely to be selected by the Senior Seminar. Although we believe the AIS is good, it does not rank with the courses in the above list with respect to executive development.
- 4. Reference (b) (EAG Minutes of 3 June 1977) includes in its list of study areas (item 15) the following:

"Recognizing the growing importance of training in keeping our personnel an courant and professionally competent, should personnel and training responsibilities be combined organizationally to any extent?"

Based on feedback from a variety of recent studies and sources (questions on training in the Employee Attitudinal Survey, the Critical Training Needs Report, the House Appropriations Committee survey, my monthly meetings with the Senior Training Officers, and student evaluations of courses), OTR is doing a pretty fair job of keeping our personnel up to date. As to keeping them professionally competent, we think we are doing a pretty decent job in most, but not necessarily all, areas. I believe that there would be some advantage in bringing our respective staffs into closer touch in a number of areas, especially with respect to planning in the executive development area. The ground covered in your 5 May memorandum, which I have commented on above, shows that there is a lack of coordination between our respective organizations. I think we should work out some provision for more regularized contact and coordination on joint training/personnel matters than is currently the case.



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